ORGANIZATIONAL PERFORMANCE FROM THE PERSPECTIVE OF CUSTOMER EXPERIENCE MANAGEMENT: A CRITICAL REVIEW OF LITERATURE

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ABSTRACT

In response to the evolving global markets, characterized by dynamic environment and intensive competition, organizations are seeking and implementing new and innovative tools that give them a competitive advantage and drive organizational performance. Customer experience management which is a holistic and integrated approach of responding to customer interactions within touchpoints by providing valuable customer experiences throughout the customer journey has been given significant attention by business managers in the modern era, and has been applauded to being one of the most favorable management approaches for boosting organizational performance. The study was guided by the resource-advantage theory and the balanced scorecard model. Significant empirical literature indicate that customer experience is a strategic differentiator capability that provides high value to customers, building loyalty and therefore improves the organizational performance. Organizations should place strategic emphasis on an organization wide management of customer experiences for both internal and external customers throughout the customer journey in order to foster repeat purchase, customer retention and customer loyalty. This study sought to review conceptual, theoretical as well as empirical literature on the relationship between customer experience management and organizational performance with the view of highlighting the knowledge gaps suitable to form basis for future research. Existing empirical literature on customer experience management provides inconclusive results, differing conceptualization of the customer experience management concept across diverse contexts and outcomes. The findings of this review identified four most critical dimensions of customer experience management comprising customer touch points, customer insights, employee experience and customer centric processes that highly impact on organizational performance, leading to a proposal of a suitable conceptual framework that explains the phenomenon of organizational performance through the perspective of customer experience management dimensions. Future research work should have a deliberate bias towards giving the conceptualized model an empirical outfit in diverse organizational, industrial, and sectoral settings as this would have further implication to practice context specific settings.

Keywords: Customer Experience Management, Customer Experience, Organization Performance

1.0 Introduction

In the evolving global markets marked by dramatically changing environment and intensive competition, organizations are turning to innovative solutions, market expansion, and amorphous growth opportunities to drive organizational performance (Bujang, Abdullah & Hamali, 2021). This is because globalization, increasingly rapid innovation, rapidly increasing commoditization of goods and services, and a lack of focus on the consumer's perspective are negatively impacting on organizational performance (Hardyman, Daunt, & Kitchener, 2015). The foundation of the principle of organizational performance is the notion that an organization freely chooses on gathering productive resources for working toward a common goal.

Nowadays, owing to intense competition mainly occasioned by globalization, organizations are compelled to improve their organizational performance through implementation of new tools that give them a competitive advantage (Hardyman, Daunt & Kitchener, 2015). Since the greatest opportunity to improve organizational performance comes from the ability to deliver high quality and differentiating customer experience, it is necessary to shift from the focus on goods or service and data gathering about customers to the new focus area for the possible differentiation particularly; customer experience (Havir, 2019). Customer experience has thus become the most crucial factor in helping businesses succeed across all industries.

As a result, customer experience management is now the next area to pay attention to when addressing organizational performance (Havir, 2017). Accordingly, the managerial spheres, especially in strategic management, are paying close attention to the customer experience management since the abundance of customer information will help organizations to customize not just to their goods and services but also their other methods of service delivery (Rekettye & Rekettye, 2019). Given the significant attention that customer experience has received in the modern era, customer experience management has been applauded to being one of the most favorable management approaches for institutions looking to boost their organizational performance (Klink, Zhang, & Athaide, 2020).

Additionally, it has been ascertained that managing customer experience is a crucial component of improving organizational performance (Lundaeva, 2019). The essence of customer experience management is described as increasing the relationship between an organization and their consumers (Makudza, 2021), through value creation strategies that results in profit maximization, depending on the causation variables influencing their perception of and expectations for services and the person who provides them (Witell, Kowalkowski, Perks, Raddats, Schwabe, Benedettini, & Burton, 2020). Customer experience management is thus about taking into account the viewpoint of customers in everything businesses do and every choice they make, in order to guarantee a mutually beneficial partnership and offer customers worthwhile experiences.

The genuine passion of organizations in the emotions that customers have while interacting with them is what customer experience management is all about. Positive feelings can significantly support a long-lasting, mutually beneficial relationship between a business and its clients. Customer experience management addresses emotional issues in addition to operational ones (Katarina & Bartáková, 2014), such as removing the issues that aggravate customers while also significantly lowering costs, hence helping an organization save a lot of money (Saeedi, Danaei & Zargar, 2021). In order to improve organizational performance, comprehending and handling the concept of customer experience management is crucial, since an organization cannot specify the proper tactics for sustaining viable organizational performance without customer experience management (Saeedi, Danaei, & Zargar, 2021).

2.0 Statement of the Problem

In accordance with sentiment by Saeedi, Danaei, & Zargar (2021), customer experience management contribute to the emergence of practical outcomes and more specifically organizational performance. In the meantime, Witell *et al*. (2020) posit that customer experience management has become a primary focus for business managers and researchers. However, and up to this point, the literature on customer experience management has only addressed specific aspects of the customer experience, leading to incomplete conclusions about the outcomes of customer experience management.

More importantly, the customer experience management concept as a whole is still unclear, with the apparent problem being the absence of a developed application to implement to the routine tasks of organizations like organizational performance. For instance, Marutschke, Gournelos, and Ray (2019) examined the notion of customer experience management and discovered that despite earlier research having focused on particular facets and components of the customer experience, they were still unable to address some key issues, including the way the customer experience is measured. Thus, the concept of customer experience management has not been well understood despite it being one of the consumer industries' most promising business strategies (Homburg, Jozić, & Kuehnl, 2017).

According to Witell *et al.* (2020), only limited studies have explicitly embraced an organizational perspective of customer experience management in their research, leading to poor conceptualization of the concept of customer experience management and dispersed across a number of contexts. Thus, among the most obvious concepts overlooked in the studies that are currently available are the effects of customer experience management on organizational performance. Moreover, empirical studies on customer experience management and organizational performance have significant conceptual and methodological gaps.

Conceptual gaps were found is studies by Grønholdt, Martensen, Jørgensen and Jensen (2015), and Aden (2016) and which lacked control variable in the research for limiting the influence of confounding and other extraneous variables on the study findings. Klarmann and Feurer (2018) affirmed that in related research control variables are vital for reducing the impact of confounding as well as extraneous variables, hence improving the internal validity of the study. Thus, control variables are a crucial tool for eliminating competing alternative explanations for the relationships that have been found in empirical marketing research that does not depend on completely randomized experiments.

Methodological gaps were found where sample was too small in the study by Vannucci and Pantano (2019) and Agu, Samuel, and Ikenna (2019), while research by Musheke and Phiri (2021) used correlation analysis, which does not reveal the nature of the relationship. Meanwhile study by Katarina and Bartáková (2014 used literature review which may also experience issues with external validity, where primary studies' relevance to the review question varies (for instance, because they were conducted at different spatial scales), but this is not taken into account in the synthesizing (Haddaway, Bethel, Dicks, Koricheva, Macura, Petrokofsky, Pullin, Savilaakso & Stewart, 2020). In the research by Goswamia and Goswami (2021) convenience sampling method might have resulted in biased sampling since the respondents were not selected randomly. Questions posed about the existential philosophy of putting customer experience management into practice, and its outcome on performance would therefore have an answer once these endpoints have been specified. These inconsistencies on findings and empirical gaps served as a guide for this study.

3.0 Conceptual Literature

3.1 Concept of Customer Experience Management

Customer experience management is a way of planning and responding to customer interactions with the goal of meeting or exceeding customer expectations in an effort to boost customer satisfaction, loyalty, and advocacy (Gartner, 2018). According to Hong (2016), customer experience management functions as a competitive differentiator that gives a company an advantage over its rivals. Customer experience management could then be thought of as a strategy that designs the customer experience to produce customer value across various touchpoints and channels of the customer journey (Jain, Aagja, & Bagdare, 2017).

More precisely, customer experience management is used by organizations to create an extensive offering that attracts, retains, and adds value to their customers (Makudza, 2020). So, the role of the organization is to define the intended customer experience by designing organization-controlled inputs and monitoring and responding to non-controllable events (Becker & Jaakola, 2020). This results into an elaborate experience, which alters customers' perceptions of their relationship with the organization. Kavitha and Haritha (2018) posit that due to this, customer experience management increases client loyalty, which raises sales and lowers switching behavior while improving company's market share. These accomplishments lead to an improvement in organizational performance including brand recognition, return on investment, value creation, and market share (Pandey et al., 2020).

Numerous studies have demonstrated that customer experience management is important for significantly enhancing customer retention which translates to sustainable organizational performance (Makudza, 2020; Zolkiewski et al., 2017; Katarina and Bartáková, 2014). Makudza (2020) revealed that customer experience management aspects; virtual interaction, physical interaction, and service interaction affects customer loyalty while Katarina and Bartáková (2014) showed that customer experience management provide customers with an exceptional and reliable experience that ties them emotionally and this result into profitability. Accordingly, the customer experience management phenomenon is now being considered a crucial service management approach (Lemon & Verhoef, 2016).

3.1.1 Perspectives of Customer Experience Management

McColl-Kennedy, Zaki, and Lemon (2019) postulates that customer experience management is conceptualized as a multifaceted and complex phenomenon that aims to influence customers' cognitive (knowledge), affective (feelings), and conative (behavioral) responses through stimulants throughout the customer journey. This implies that the focus of customer experience management is on adopting a customer-centric strategy and thinking which emphasizes on keeping the customer in mind (Chauhan & Sarabhai, 2018). In addition, Lemon and Verhoef (2016) acknowledges that the customer journey includes; customer-owned, organization-owned, partner-owned, and social/external touchpoints that affect the customer experience. This is to say the perspective of customer experience management include the customer-centric perspective, and multi-party perspective.

When considering the customer experience from a customer-centric perspective, businesses consider how well their offerings fit into consumer contexts (Becker, 2020). It sheds light on factors other than interactions with a single company that influence the customer experience, such as customer-owned touchpoints, social touchpoints, multiple actors, institutions, and institutional arrangements. As a result, the customer-centric perspective reveals numerous factors that influence the customer experience beyond interactions with a single company. The customer-centric view of customer experience management emphasizes that businesses and their products should be integrated into the lives of their customers, and engage with other stakeholders in support of their processes and practices (Hamilton & Price 2019). An organization can deduce that a variety of factors other than interactions with a single organization affect the customer experience by starting from what customers are doing in their daily lives as opposed to from the customer journey (Akaka & Schau 2019).

The multi-party perspective emphasizes what consumers say and do, emphasizing how people influence other people who, in turn, are influenced by other people in an expanding environment (McColl-Kennedy, Zaki, & Lemon, 2019). Shared practices develop over time by focusing on customers' actions and interactions with others. The value of activities and the various ways that people interact with one another are emphasized by a practice-based approach. This suggests that customer decisions regarding engagement and interaction are influenced by how they personally perceive value, which may be shaped by practices.

Consequently the areas of the multi-party perspective include: extending the scope of the role of customers in the customer experience; adopting a practice-based approach to the customer experience; and acknowledging the holistic, dynamic nature of the customer experience across all touch points and over time. The customer experience goes beyond the conventional organization-to-customer collaborative thinking, and service providers need to be aware that customer practices are expanding in scope. Baron and Harris (2004) proposed a framework for viewing interactions and experiences from a consumer's point of view. In place of isolated interactions with a focal organization within an experience domain, the framework offers a method to identify customer interactions with multiple actors/enablers.

3.1.2 Dimensions of Customer Experience Management

Customer experience management is an organizational concept that can assist the business in becoming a customer-first organization and in providing exceptional and individualized customer experiences (Makudza, 2021). It's more important than ever to put the needs of consumers first in the modern era, where they can interact with the organization through a variety of different channels and touchpoints. This means that its dimensions are aspects that impact on customer experience management through each touch point. Du Plessis and de Vries (2016) recognize that the essence of customer experience management involves what an organization does to the customer during every interaction, whether it be virtual or factual. It is for this reason that the dimensions of customer experience management are customer touch points, customer insights, employee interface, and customer-centric processes.

A customer touchpoint is any point of interaction they have with a brand, whether it be directly or indirectly, and stand in for crucial exchanges that take place throughout the customer journey (Baxendale, Macdonald & Wilson, 2015). The effectiveness of these consumer-business interactions influences a brand's perception, consumer purchase intent, and customer satisfaction. Customer satisfaction increases the value of an organization through referrals, attracting new customers, boosting sells and profits, which are necessary for organizational performance (Aichner & Gruber, 2017; O'Sullivan & McCallig, 2012). This study will adopt customer touchpoints as an indicator of customer experience management because it offers a framework for classifying and ranking various touchpoint types that help to drive organizational performance (Aichner & Gruber, 2017; Homburg, Jozić, & Kuehnl, 2017; Witell et al., 2020).

Customer insights is the understanding and interpretation of customer data, behavior and feedback into conclusions that can be used to improve product development and customer support. McColl-Kennedy, Zaki, and Lemon (2019) argue that gaining deep customer insights of customer behavior helps in targeted customer support by identifying and monitoring pain points and also enables early detection of potentially vulnerable customers within the segment, which decreases sales. Managing the gained customer insight is especially important for enabling practical gains (Said, Macdonald, Wilson, & Marcos, 2015).

Successful managing of customer insights necessitates aligning value, beginning with a thorough comprehension of the value requirements of insight users and connecting these to capabilities of the supply chain. Significant knowledge can be gained about the pre-purchase process' structure, customer activities within it, touchpoints, and stakeholders (Sahhar, Loohuis, & Henseler, 2019). More so, Akaka, Vargo and Schau (2015) integrated service-dominant logic and consumer culture theory to gain a deeper understanding of the context of experience with the goal of enhancing performance. Guided by these results, this study will adopt customer insights as a customer experience management measure, as proposed by McColl-Kennedy, Zaki, and Lemon (2019).

Employee interface entails worker's perception about his/her journey through all touchpoints at a particular company beginning with job candidacy through to the exit of that company. This perception influences their commitment to the organizations. Eisenhauer (2018) points that employees who are deemed to be proud of the organization they serve are more likely to take responsibility for tasks and better manage touchpoints. In order to foster employee interface that support customer touch point and therefore generation of quality insights, organizations must reframe how they provide value to their employees, through quality employee experiences (Plaskoff, 2017).

Bhattacharjee, Moreno, and Ortega (2016) contend that in order to create excellent customer experiences, the employees of an organization must be both energized and engaged. This can help in the transformation of individual experiences into satisfying end-to-end customer journeys, which can then be improved upon continuously in an effort to sustain a competitive edge that can drive organizational performance. This was supported by MacGillavry and Wilson (2017) who showed that for employees to be engaged with the organizations they work for, their individual needs must be met. These needs can range from having access to basic working conditions, getting the support they need from managers to perform the tasks they are hired to do, working as a team with other employees, to having the opportunity to advance personally and professionally through the various touchpoints of recruitment, training, rewarding and retention.

Processes that are designed from the customer's perspective to meet their needs and deliver positive experiences are considered customer-centric. Instead of concentrating on the company's products, features, or revenue model, customer-centric processes begin by focusing on what customers need and the way they want to interact with the company (Mokoena & Sharp, 2020).These customer perspectives are collected through customer insights. An organization needs to create communication and feedback processes throughout the customer journey, which will guarantee that all the data required to satisfy customers in a way they expect and demand can be obtained (Wright, 2006).

Organizations should be able to record and analyze customer behavior and opinions throughout the entire customer journey, process and use the information collected while proactively making continuous improvements in order to provide an excellent customer experience. The organization will be able to meet the customer's needs and provide a positive experience by designing the company from the customer's point of view. Customer-centric processes, which are focused on building and maintaining relationships with customers are different from those meant to carry out effective customer transactions (Denish *et al*., 2006).

In their study. Payne and Frow (2005) identified five universal processes that are necessary for a company to be customer-centric. These processes included the dual value creation process (co-creation), the strategy-development process (customer and organization), the multichannel integration process (touchpoints), and the performance-assessment process, the information-management process (data collection and analysis). In their study, Ocampo, Hernández, Márquez, and Vizán (2020) found process improvement practices lead to competitiveness and performance. Thus, the study will use customer touch points, customer insights, employee engagement, and customer-centric processes as indicators of customer experience management.

3.1.3 Adoption and Outcomes of Customer Experience Management in Strategic Management

Increasing the relationship between businesses and customers has been described as the essence of customer experience management (Clemes, Gan, & Ren, 2011). In the services industry, where the quality of a service is determined by the effectiveness of the service interaction, the need for customer experience management has grown increasingly acute. In the same vein, strategic management has prioritized improving the customer experience (Makudza, 2021). The Balanced Scorecard (BSC), a strategic management tool that enables businesses to align their organizational activities with their strategy, has four dimensions that play a significant role in assessment and aids in improving an organization's general performance (Mihaela, 2017).

The four dimensions are financial, customer, internal business, innovation and learning. The customer perspective is the most crucial factor that businesses should pay attention to. The rest of the BSC components will function as expected if customer experience management is viewed as the BSC's backbone. Alminqash (2020) investigated the connection between a new strategic management approach and customer experience, and discovered that the BSC should combine both internal and external customer experience in order to maintain an effective organizational strategy. Homburg, Jozić, and Kuehnl (2017) offers a thorough concept of marketing management that goes beyond market orientation and customer relationship management. Similar findings were reached by *Ali et al.* (2014), who said that a positive customer experience can be a useful strategic differentiator.

3.2 The Concept of Organizational Performance

Organizational performance, is referred to by Pitt and Tucker (2008) as an important symbol of the organization that shows how successfully processes or their outputs accomplish a particular goal. According to Amaratunga and Baldry (2003), it is described as the process of assessing progress made in achieving predetermined goals. Meanwhile Rosenzweig (2007), defined organizational performance as its actual outcomes when compared to its benchmark outputs. Accordingly, organizational performance refers to the organization's capacity to execute its stated objectives through strong corporate governance, efficient management, and a consistent commitment to achieving results (Pierre *et al.,* 2009).

In its broadest sense, the concept of organizational performance is founded on the notion that an organization is the voluntarily collaboration of productive assets; including human, physical, and capital resources, to create the greatest value for the users and contributors of the assets (Alchian & Demsetz, 1972; Carton, 2004). Value creation, specified by the resource provider, is therefore the fundamental overall organizational performance criterion for any organization. This value creation depends on how an organization is managed and, secondly, on the employees' correct and active participation in achieving the strategic goals of the companies (Doval, 2020).

In theory, the concept of organizational performance constitutes the foundation of strategic management and empirically, most strategy research findings make use of the construct of organizational performance in their attempt to examine various strategy content and process issues (Al-Matari, Al-Swidi & Fadzi, 2014). In strategic management research all over the world, organizational performance is an important construct, and it is frequently used as a dependent variable, and numerous recommendations made for its improvement. Despite its importance, there isn't much agreement on its definition or dimensionality (Selvam, Gayathri, Vasanth, Lingaraja & Marxiaoli, 2016), leading to poor conceptualization, and use of indicators only for convenience.

3.2.1 Measuring Organizational Performance

Organizational performance is crucial in strategic management, and close attention is given on how it is conceptualized and measured (Venkatraman & Ramanujam, 1986). The measurement can be in financial or non-financial terms in tandem with the organization’s mission and goals (Siepel & Dejardin, 2020; Coad *et al.*, 2017; Baba, 2019). The financial measures of performance have historically formed the basis of the organizational performance measures, in terms of its economic objectives (Conţu, 2020; Richter *et al*., 2017), however, because performance is multidimensional, a variety of performance metrics are required such that organizational performance is measured financially, operationally, or behaviorally (Almujaini, Hilmi, Abudaqa & AlZahmi, 2021).

Financial performance is a metric used to evaluate how effectively an organization uses resources from its main line of business to produce revenue, and is an indicator of a company's long-term financial stability. These financial measures of organizational performance include; profitability in terms return on assets, return on equity, return on sales, and revenue (Mishra & Mohanty, 2014). Since performance improvement is at the core of strategic management, organizational performance should, in the medium or long term, reflect better financial performance (Venkatraman & Ramanujam, 1986).

Market performance is the outcome of organization regulations, including the relationship between selling price and costs, volume produced, production efficiency, revenue growth, market dominance, innovation in processes and goods (Arokodare & Asikhia, 2020). Marketing performance metrics help gauge the extent to which marketing expenditures contribute to profits when marketers come under increasing pressure to demonstrate a return on investment on their activities. The market-based economic metrics take into account the shareholder's objective of generating wealth in terms of cumulative abnormal returns, market-to-book ratio, excess value, and a focus on or inclusion of risk considerations (Conţu, 2020). The market performance aligns itself well with non-financial measures of performance as conceived in the balanced scorecard and widely used by researcher in the field management (Kinyua, 2015; Kinyua, Muathe & Kilika, 2015; King'oo, Kimencu & Kinyua, 2020; Muthoni & Kinyua 2020; Mwarenge & Kinyua, 2022).

According to Richter *et al.* (2017), all of these indicators represent a particularly narrow conceptualization of organizational performance while operational performance represents the outer limit of organizational performance. Operational performance, which is based on an organization efficiency, also helps predict how effective an organization will ultimately be (Almujaini, Hilmi, Abudaqa & AlZahmi, 2021). In this context, these indicators are interconnected, where operational indicators of organizational efficiency concentrate on those crucial success factors that may result in market effectiveness and financial performance (Venkatraman & Ramanujam, 1986; Richter *et al.*, 2017).

Considering three distinct dimensions (financial, market, shareholder) of organizational performance proposed by Richard *et al.* (2015), the BSC framework by Kaplan & Norton, (2004) and the comparable performance model (accounting profitability, wealth maximization, and financial value) by Rothaermel (2017), the measures of organizational performance for this study that balance between financial and strategic objectives, tangible and intangible assets, and overall performance are profitability (financial performance), market share (market performance), and organization efficiency(operational performance). More so, Mihaela (2017) posits that value addition is yet another crucial element in assessing an organizational performance.

According to Mihaela (2017) depending on stakeholder expectations, performance can be described and measured in terms of: profitability, growth, market value, total return on shareholder, economic value addition. This summarizes the measures of organizational performance as; financial measures, market measures and operational; hence financial performance, market performance and operational performance (Mihaela, 2017; Kaplan & Norton, 2004).

4.0 Literature Review

An extensive review of the vast body of relevant theoretical and empirical literature was carried out as guided by the key construct in this conceptual review. This section therefore, presents the theories that underpin the construct of customer experience management and organization performance as well as related empirical literature.

4.1 Theoretical Review

Two theories namely, resource-advantage theory and the balanced scorecard were reviewed as presented in the preceding section.

4.1.1 The Balanced Scorecard Model

Introduced by Kaplan and Norton (1992) as a guiding theory to enable organizations implement chosen strategy into their cooperate strategy while monitoring activities of the organization with the intent of achieving strategic objectives (Marete, 2015). It translates the strategy into a set of performance indicators that offer a performance measurement model (Taouab & Issor, 2019). According to Lingle and Schiemann (1996) the balanced score card can be used as a strategic gauge of an organization. More so Osewe (2019) found that the BSC concept is a popular performance measurement and management tool where majority of fortune 100 companies are implementing it. Gumbus, 2005 reported that over 50% of fortune 500 companies adopt BSC as the main performance measurement and management tool.

Thus, BSC provides a framework for measuring performance while helping planners to identify what should be done and measured (Bourne & al., 2000). The use of this framework allows the organization to get a clear feel of performance through identification of key elements of performance and comprehending their implications. These elements are premised on the four BSC perspectives which are financial, customer, internal business as well as innovation and learning perspective.

The financial perspective deals with factors which can create sustainable growth of the shareholders' value as they evaluate profitability of the strategy (Iyibiadiren & Karasciglu, 2018). Thus it highlights financial measures used to summarize the results of historical activities and the measurable outcomes of the current situation with respect to past work. Under this perspective the goal of the organization is to ensure that it earns returns on the investments made. Such returns include revenue, profits, assets and turnover (Cignitas, Arevalo, & Vilajosana, 2022) which are financial performance measures (Kefe, 2019). The customer perspective identifies the value proposition of target market segment and measures success in those segments (Pan & Nguyen, 2015) and the goals of this perspective are development of new products, response to suppliers and customer partnership, and these are measured using sales of products, delivery to customers, share of key accounts and client (Clair, 1997) which are measures of market share.

Internal processes allows the organization to know how well (efficiently) they are doing their business. This perspective identifies areas of internal excellence required to deliver customer satisfaction, and therefore the leading indicators of improvement are process improvement, quality optimization and capacity utilization (Hou, 2015). The goal of this perspective is operational performance through efficient processes (Tuan, 2020) and the internal processes are mechanisms through which performance expectations are achieved. The learning and growth perspective describes sustainable investment, it measures the capacity to innovate, continuously improve and learn indicated by employee productivity.

Although the BSC has been widely used, a growing body of research has revealed flaws in it that could reduce its usefulness. These drawbacks can be seen in the theory (Parmenter, 2012; Kraaijenbrink, 2012; Neely, Kennerley, & Martinez, 2004), the implementation (Rillo, 2004; Voelpel, Leibold, Eckhoff & Davenport, 2005; Basuony, 2014), and the practice (Molleman, 2007; Antonsen, 2010, Hoque, 2014). The idea continues to draw many studies that critique both its idea and its application. As a result, this critique examines the conceptual and practical shortcomings of the BSC using data from prior research. According to Kraaijenbrink (2012)'s criticism, the BSC is better suited for engineering firms than other industry types, particularly service industries. The internal process, for instance, might not be pertinent for a consulting firm, but the BSC insists that all four-performance metrics are significant.

However the BSC is still considered useful in explaining organizational performance which is measured using both financial and non-financial measures that gives an indication on whether an organization is doing well or not. The four perspectives confirm the measures of organizational performance as being financial, market and operational performance (Richard *et al*., 2015, Richer *et al*., 2017). The financial perspectives explains the financial measures as the customer perspective captures the market performance and internal processes highlight the operational performance.

4.1.2 Resource-Advantage Theory

Resource-advantage theory of competition was brought forth by Hunt (1995) when challenging managers and practitioners to consider competitive advantage as a result resource advantage. This theory assumes that a competitive advantage in the market place results from a comparative advantage in resources and therefore places a strong emphasis on creating value from resources possessed by an organization. According to Hunt & Morgan (1996), a resource is valuable to an organization whenever it has the potential to produce competitive differentiation and/or deliver customer value that improves performance outcomes (Hunt 2000).

More specifically, such resources include; financial (access to financial markets), physical, human (skills and knowledge of specific employees), organizational (competences, controls, policies, culture), informational (knowledge from consumers, insights, and competitive intelligence), and relational; relationships with customers (Hunt & Morgan, 1996). These are built on resource-advantage theory assumptions that; the drive of the organization is to satisfy the customer needs; the ultimate objective of an organization is to gain as much as possible, and the role of the management is recognizing, understanding, developing, deciding upon, and putting into practice strategies and innovation that would ensure survival in a dynamic marketplace (Hunt, 1995).

Hunt and Madhavaram (2012) revealed that competitive advantage in the market position leads to superior financial performance. That is, organizations with comparative resource disadvantages will be in positions of competitive disadvantage, which will lead to poor financial performance (Hunt & Arnett, 2003). These sentiment are supported by proponents of the R-A Theory, who have associated customer experience management with organizational performance. For instance, Zemanek and Pride (1996) revealed that an organization can use its strengths to influence its customers, including price, quantity, product line, advertising and promotion, service, stock availability, credit to the customers, and display. In order to preserve its advantage, the organization needs to use its resources as effectively as possible. Meanwhile Hunt and Madhavaram (2012) revealed that efficiency and effectiveness contribute to organizational performance.

More specifically, organizational performance is improved through; finding fresh chances to boost growth, finding fresh opportunities for the recently established markets, finding chances to start new businesses and gather resources in untapped markets, and increasing the quantity of what the organization offers by enhancing the value of the resources' quality and quantity. These factors boost organizational performance through; the pursuit of financial performance results in the outputs obtained, increases in production output demonstrate the organization's existence growth in production output has the potential to produce new organizations (Hunt, 2010). In view of this, organizations compete for comparative advantages in resources that will result in market positions of competitive advantage for one or more market segments and, as a result, superior organizational performance.

Consequently, this theory was found very helpful in explaining customer experience management as a resource (factors) influencing organizational performance. Customer experience manager providing value to customers through inventing and responding to customer interactions with the goal of meeting or surpassing customer expectations while aiming at customer satisfaction and loyalty. Meanwhile resource-advantage theory places a strong emphasis on creating value using resources that an organization already has while highlighting the significance of market segments; characterized as consumers whose tastes and preferences in relation to the output of an industry are comparatively homogeneous (Hunt & Morgan (1996).

Therefore, according to the theory, the ultimate objective of an organization is the drive to satisfy these needs, which is the core goals of customer experience management. The assumption of the theory that; understanding, developing, deciding upon, putting into practice, and reorganizing existing strategies and innovation within the organization is necessary to ensure organizational performance supports the adoption of customer experience management. The theory also suggests that organizational performance is driven by creativity through increasing the attribute value provided by the customers through value-added use, increasing the value provided to customers by placing a higher value on resource quality and quantity enhancing added value in terms of both quality and making better use. All these are the core goals of customer experience management.

The R-A theory received criticism from Peranginangin (2015) who asserts that the foundation of resource advantage theory being on organizational strategies in the quest for organizational advantage was a misplaced emphasis arguing that organizations typically concentrate on industrial competition. Hunt (2010) however establishes that in resource advantage theory, the characteristics of the products are highly heterogeneous, the information is insufficient, and the resources are also heterogeneous. Therefore, innovation is essential to assisting the organization in achieving competitive advantage, better growth, sales, and profit. Additionally, the growth may be attained through innovation's efficacy and efficiency. This study however found the foundation of resource advantage theory useful in explaining the construct of customer experience management.

4.2 Empirical Literature Review

Grønholdt, Martensen, Jørgensen and Jensen, (2015) examined influence of customer experience management dimensions on organizational performance among Danish companies. The research used; rational customer experiences, emotional customer experiences, differentiation, top management involvement, recruitment and training on emotional skills, recruitment and training on rational skills, customer touch points, and using customer insight as the customer experience management dimensions while organizational performance include market performance and financial performance. Data was collected using a questionnaire administered among 484 respondents and analyzed using partial least squares (PLS). The results of the study showed that customer experience management has a significant impact on financial performance where high performing businesses are more proficient at customer experience management than low performing businesses.

The study by Zakari and Ibrahim (2021) examined the impact of customer satisfaction on the organizational performance of SMEs in Nigeria utilizing data gathered from both primary and secondary sources using a structured questionnaire from 100 respondents. This research demonstrated a correlation between customer satisfaction and business performance, an important relationship for the development and growth of any country's economy is that between customer satisfaction and organizational performance. The study relied only on financial performance while Richter et al. (2017) showed that organizational performance is measured using financial, market and operational performance. This means that organizational performance is not fully represented in that market and operational performance were not assessed making it impossible to establish whether the effect is on either market or operational performance.

The goal of Makudza's (2020) paper was to analyze and assess how customer experience management (virtual interaction, physical interaction, and service interaction) affects customer loyalty in the banking industry. An explanatory research design was used in the investigation on a sample of 384 respondents, and stepwise regression analysis was employed to verify the applicability of the study model. According to the findings, customer loyalty and customer experience management are positively correlated with the three customer experience management dimension found to be statistically significant in predicting customer loyalty.

The paper by Katarina and Bartáková (2014), which undertook a thorough literature review, assessed customer experience management as a new source of competitive advantage for companies. The research found that focused customer experience management is a means of providing customers with an exceptional and reliable experience that ties them emotionally and, as a result leads to profitability of the organization. By extending their customer relation management system to the nascent customer experience management, organizations have the chance to gain a competitive advantage by providing positive feelings in their experiences, thereby supporting a long-lasting, mutually beneficial relationship between an organization and its customers'.

In order to stay competitive, Homburg and Tischer (2023) argue that business-to-business (B2B) practitioners are becoming more interested in capabilities to manage touchpoints along B2B customer journeys holistically. Homburg and Tischer (2023), using a mixed-methods approach, conceptualized and operationalized B2B customer journeys management capability (CJMC), by strategically creating value-anchored customer touchpoints. The touchpoints are characterized by the implementation of consistent resource usage across internal organizational boundaries and by continuously monitoring value creation toward the individual members of the buying center. The research provides evidence that B2B CJMC has an indirect but significant and favourable impact on organizational performance (return on revenues).

The goal of the study by Agu, Samuel, and Ikenna (2019) was to evaluate the effects of efficient customer touch point management on commercial banks' performance (profitability, level of patronage, market share, and image), as well as on customer satisfaction. 130 customers and employees of First and Zenith Banks in the Owerri metropolis made up the sample size for the cross-sectional survey research, which used the Chi-square test to examine the stated hypotheses. Among other things, it was found that the majority of customer touchpoint management strategies in Owerri's commercial banks were still ineffective and inefficient and that efficient customer touchpoint management has a big impact on how well banks perform and how satisfied their customers are. The study concluded that a financial institution will be better positioned than competitors in the industry by identifying the touchpoints that appeal to customers the most, and that can improve organizational performance and managing them successfully.

In their paper, Yakhlef and Nordin (2020) demonstrated that customer-owned touch points have become a crucial context for customers to consume, contribute, and create content while interacting with one another on social media. The study was offering a framework for comprehending organizations' effects on customer experience in customer-owned forums. Their study used the self-determination theory as a theoretical framework and drew empirically from user interviews at customer-owned touch points to achieve this goal. The findings demonstrate that attempts by businesses to regulate the content of such forums may harm customers' experiences by undermining their sense of autonomy, relatedness, and competence. However, when a company wants to add value and help its customers maintain or improve their sense of social acceptance, it is welcome to intervene. The paper by Yakhlef and Nordin (2020) focused on the impact of customer-owned touchpoints and failed to show the benefits to the business and lacked clarity on the relationship between the touchpoints and organization performance.

Using the systems theory, Musheke and Phiri (2021) investigated the impact of effective communications, as a customer insights factor, on organizational performance. Using both descriptive and quantitative methods, data was gathered from 88 respondents through a questionnaire based on the systems theory, with results analyzed using descriptive analysis and Pearson's correlation. The correlation results demonstrated a link between good communication and improved organizational performance. In the research by Musheke and Phiri (2021), correlation analysis was used to infer the results, which does not reveal the nature of the relationship but only its strength. This means that the while communications affect organizational performance, organizational performance also affects communications.

Hossain, Akter, and Yanamandram (2020) reviewed the concept of customer analytics and more importantly addressed the customer analytics capability dimensions in the key domains of management capability, technology/infrastructure capability, personnel expertise capability, and 4p mix modeling capability. The study used a systematic review of the big data literature to explore the concepts of the customer analytics capability and discovered that businesses can create value for the ultimate customer and then recover that value from the customer, which will result in the achievement of the highest level of performance that is both sustainable and attainable. In order to improve service innovation, product development, personalization, and managerial decision making, customer analytics is crucial. The study by Hossain et al. (2020) used as a single indicator of organizational performance while the sample was purposefully selected; showing bias in sampling, as well as used literature review which may also experience issues with external validity, where primary studies' relevance to the review question varies (for instance, because they were conducted at different spatial scales), but this is not taken into account in the synthesizing (Haddaway et al., 2020).

The goal of the study by Goswamia and Goswami (2021) was to examine the various elements that contribute to employee engagement and experience, as well as to gauge how these elements affect organizational performance. In this study, a descriptive research design was employed, and a questionnaire administered to a conveniently chosen sample of 223 employees from various organizations in hospitality sector in Delhi and the North Central region. According to study findings, the brand equity improved significantly as a result of the employees' experiences, and employees with high experience scores are more likely than highly engaged employees to report high levels of work performance, increasing business productivity and profit, improving organizational performance. In the research by Goswamia and Goswami (2021) convenience sampling method was used and this might have resulted in biased sampling since the respondents were not selected randomly.

The study by Khan (2020) set out to examine how retention affects organizational performance. The main factors used in the quantitative research are rewards, work environment, career development, and supervisor support, utilizing a sample of 384 respondents. The results showed that organizational performance and employee retention are related, and order to increase productivity, organizations and businesses must develop their workforce so that they can work effectively and efficiently as a team. The premise is that committed and motivated employees are necessary elements for achieving organizational goals and in order to keep them on board for a longer period of time, human resource management (HRM) practices must be addressed in this position. The research by Khan (2020) lacked Control variables to enhance the internal validity of a study by limiting the influence of confounding and other extraneous variables.

The goal of the study by Samwel (2018) was to examine the effect of employee training on the performance of drilling companies in the Tanzanian regions of Geita, Shinyanga, and Mara. The sample size of 219 was determined through purposive and simple random sampling techniques, and data collected through questionnaires was analyzed suing descriptive statistics. According to the findings of the study, employee training has a significant impact on performance and drilling companies understand the value of employee training in terms of performance. The study concluded that drilling companies should recognize the importance of having an effective employee training and development policy while also considering management training as an important employee training. The study's scope was limited to drilling companies in Tanzania's Geita, Shinyanga, and Mara regions, resulting in conceptual gaps.

The goal of the study conducted by Nganga and Nyaga (2022) was to ascertain how Nairobi Bottlers Limited's performance related to its use of continuous process improvement techniques. 190 employees of Nairobi Bottlers Limited participated in the study under the guidance of a descriptive research design, and data from 57 respondents was collected using a questionnaire and analyzed using both qualitative and quantitative methods. The results of the study demonstrated a significant relationship between process approach and organizational performance with continuous process improvement affecting the performance of manufacturing organizations. Given that the study was conducted by a single company, Nairobi Bottlers, a very small sample size of 57 respondents was used in the study, which was insufficient to draw conclusions applicable to various industries in other areas.

In their study, Mwilu and Wainaina (2021) looked into how performance was affected by process improvement at Consolbase Limited. The study employed a survey with a descriptive design, involving 130 office employees of two branches sampled using a stratified sampling technique and the Slovenes formula while data was collected using questionnaires. The study findings showed that process management significantly and favorably affected organizational performance. Despite showing how the process affects organizational performance, the study did not provide the measures of organizational performance. So, it is not clear whether process affects either financial performance of market performance of operational performance.

5.0 Proposed Theoretical Model

In presenting the relationship between the independent and dependent variable, a theoretical model to explain customer experience management dimensions as factors influencing organizational performance is proposed and presented in figure 4.3 below.

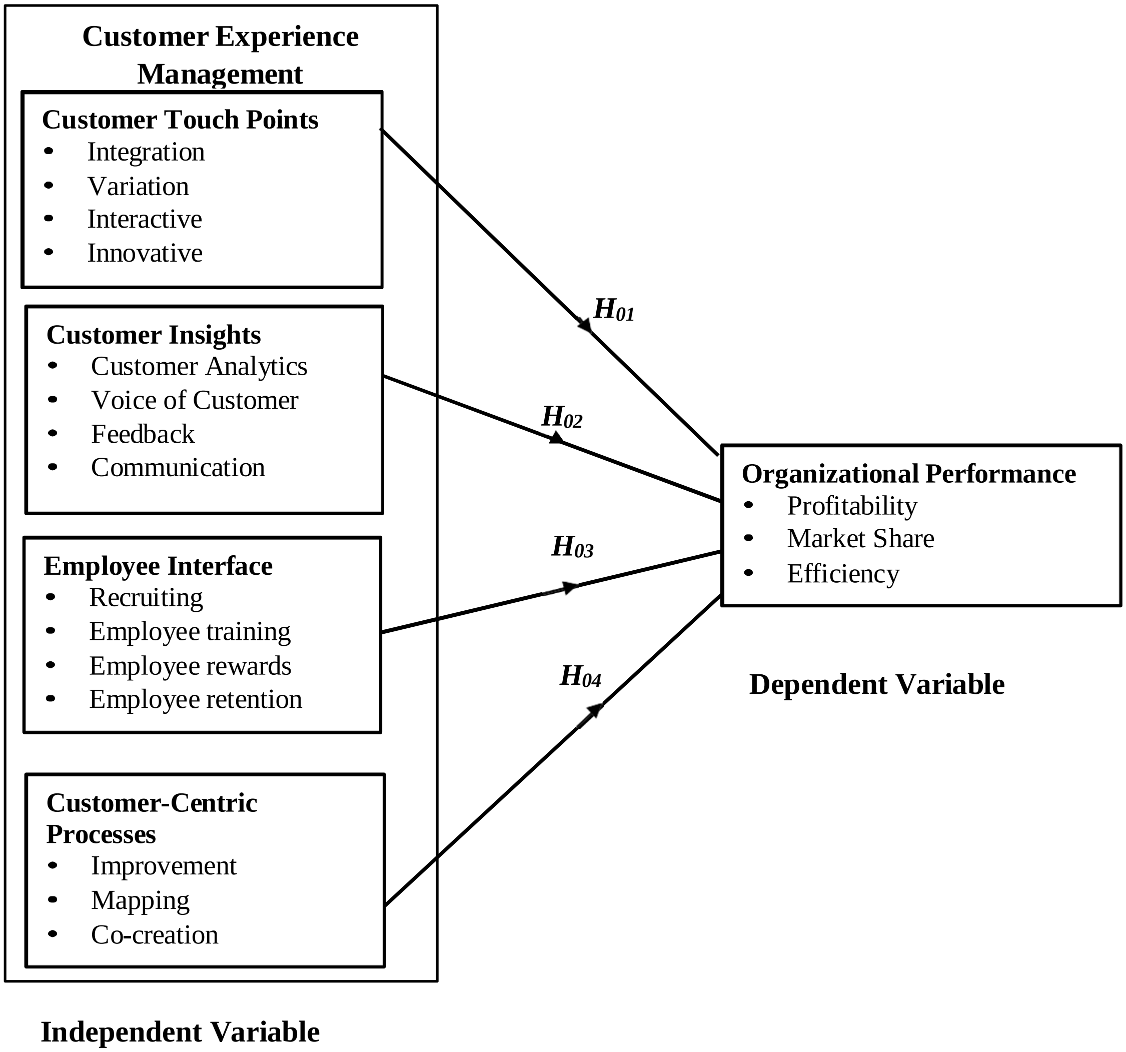

Figure 4.3: Proposed Theoretical Model
Source: Author (2023)

In accordance with the review of conceptual literature, theoretical literature, and empirical research, the proposed theoretical model shows organizational performance as the dependent variable while customer experience management is the independent variable. In this study customer experience management is measured by customer touch points, customer insights, employee interface and customer-centric processes. Organizational performance on the other hand is measured using financial and non-financial measures which include organization profitability, market share and organization efficiency.

Based on the reviewed literature, organizations should optimize customer experiences through mapping and providing a variety of innovative and integrated customer touch points throughout the customer journey, collect and analyze customer insights to improve service and product development, as well as customer support in order to provide exceptional customer experience and value. Employee interface on the other hand means employees who perceive and receive maximum value from the organization will pass the same value to customers and customer-centric processes are those that have been designed, mapped and continuously improved based on the customer needs. These different dimensions have significant effect of organizational performance from different contexts.

6.0 Conclusion

On assessing appropriate, conceptual literature, theoretical literature, and empirical research, this paper has established the relationship between customer experience management and organization performance. This relationship is presented in a proposed theoretical model, achieving the objective of this study. In accordance with the resource advantage theory and supportive conceptual and empirical literature, the dimensions of customer experience management that are crucial for influencing organizational performance are customer touch points, customer insights, employee interface and customer-centric processes. Meanwhile, the measures of organizational performance supported by the BSC include the organization profitability, market share, and organization efficiency. The propositions of the study enriches the empirical and theoretical literature on customer experience management and organization performance, as well as serve to guide scholars in the field of strategic management on prospective studies with potential to impact organizational outcomes and market performance in different contexts.

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